

AWARD FEE PLAN

FOR

**FACILITIES OPERATIONS
AND MAINTENANCE SERVICE**

TIRNO-04-R-00005

**Martinsburg Computing Center
March 23, 2004**

AWARD FEE DETERMINATION PLAN

I. Overview of Award Fee Determination Plan

A. Purpose

The purpose of this Award Fee Determination Plan (AFDP) is to set forth the basic procedures and criteria for the periodic evaluation of, and fee determination for, the performance of the Contractor responsible for operations and maintenance (O&M) of mechanical equipment at the Martinsburg Computing Center (MCC).

This plan identifies the personnel responsible for the execution of this plan, discusses (in general terms) performance monitoring, and sets forth guidelines for the Award Fee Determination Board (AFDB). The AFDB is developed unilaterally by the Government. Award fee determinations made by the AFDB or the Fee Determination Official are unilateral determinations.

The plan may be changed from time to time (at the discretion of the Government) as the operational and/or program priorities change. The Contractor will, however, be given advance notice of any changes. (See Chapter III, Performance Monitoring, for further details.)

The Fee Determination Official (FDO) and the AFDB Chairperson have, as a team, the primary management responsibility for the fair and equitable administration of this plan. Likewise, each party identified in this plan is charged with accomplishing his/her responsibilities in a fair and equitable manner.

B. Specific Contract Data

The contract is a Fixed-Price/Award-Fee/IDIQ contract with a base performance period commencing on October 1, 2004 through August 31, 2009, and four one-year option periods. Should all option periods be exercised, the contract shall cover a total of 60 months.

The Contractor is required to provide the management, supervision, labor, materials, supplies, equipment and shall plan, schedule, coordinate and assure effective performance of the following services: mechanical maintenance for all electrical, emergency power, structural, architectural, and mechanical systems, including elevators, electronic security systems and fire alarm systems at the Martinsburg Computing Center. The Contractor's specific responsibilities are outlined in the Statement of Work.

The total available award fee shall be as set forth in Schedule B of the contract. For ease of reference, the quarterly evaluation periods and total maximum award fee available for each quarter are set forth in the following schedule:

<u>Evaluation Period</u>	<u>Total Maximum Award Fee</u>
Base Period:	
Oct. 1, 2004 through Dec. 31, 2004	\$30,000
Jan. 1, 2005 through Mar. 31, 2005	\$30,000
Apr. 1, 2005 through Jun. 30, 2005	\$30,000
Jul. 1, 2005 through Sep. 30, 2005	\$30,000
Option Period 1:	
Oct. 1, 2005 through Dec. 31, 2005	\$30,000
Jan. 1, 2006 through Mar. 31, 2006	\$30,000
Apr. 1, 2006 through Jun. 30, 2006	\$30,000
Jul. 1, 2006 through Sep. 30, 2006	\$30,000
Option Period 2:	
Oct. 1, 2006 through Dec. 31, 2006	\$30,000
Jan. 1, 2007 through Mar. 31, 2007	\$30,000
Apr. 1, 2007 through Jun. 30, 2007	\$30,000
Jul. 1, 2007 through Sep. 30, 2007	\$30,000
Option Period 3:	
Oct. 1, 2007 through Dec. 31, 2007	\$30,000
Jan. 1, 2008 through Mar. 31, 2008	\$30,000
Apr. 1, 2008 through Jun. 30, 2008	\$30,000
Jul. 1, 2008 through Sep. 30, 2008	\$30,000
Option Period 4:	
Oct. 1, 2008 through Dec. 31, 2008	\$30,000
Jan. 1, 2009 through Mar. 31, 2009	\$30,000
Apr. 1, 2009 through Jun. 30, 2009	\$30,000
Jul. 1, 2009 through Aug. 31, 2009	\$30,000

Each evaluation will be completed within 60 days after the end of the evaluation period. The evaluation is considered complete on the date of the Fee Determination Official's (FDO's) written notification of the approved award fee amount is sent to the Contractor's corporate office. The Target Schedule for Quarterly Evaluations is reflected in Attachment 1 to this plan.

CHAPTER II: PERSONNEL INVOLVED IN THE AWARD PROCESS

A. Definitions

1. Administrative Contracting Officer (ACO)

The Contract Administrator with delegated authority and responsibility to administer the contract.

2. Contracting Officer's Technical Representative (COTR)

An individual familiar with the technical requirements of the contract who is appointed, in writing, by the Procuring Contracting Officer (PCO) at time of award.

3. Award Fee Determination Board (AFDB)

A board of IRS officials which performs the in-depth review of all aspects of Contractor performance and recommends an appropriate award fee. One member of the AFDB serves as the "chairperson" who is responsible for ensuring the AFDB functions in accordance with this plan.

4. Fee Determination Official (FDO)

The FDO for this acquisition shall be the Chief of the Logistics Management Section Martinsburg Computing Center (MCC). The FDO reviews the recommendation and reports of the AFDB in order to make the final determination of award fee for each performance period. The FDO communicates this determination, in writing, to the appropriate officials in the Contractor's corporate office.

B. Responsibilities

1. Administrative Contracting Officer (ACO)

The ACO is the official with responsibility for the day-to-day monitoring of the Contractor's performance in the areas of contract compliance, contract administration, and other aspects of business operations of the contract.

The ACO is responsible for receiving, reviewing, interpreting, investigating and communicating performance reports from the COTR. The ACO is also responsible for validating and assessing the Contractor's version of events and resolving any difference between the COTR's version and the Contractor's version.

The ACO is responsible for communicating negative reports as soon as possible to the Contractor to facilitate the Contractor's ability to initiate corrective action.

The ACO will organize the material provided by the COTR and the Contractor in such a manner as to enable it to be used (1) as the Board's agenda for the meeting, and (2) as the complete documentation package supporting the fee recommendation.

It will be organized into separate sections for each performance evaluation category. Each section will consist of the following material:

- a. ACO's Quarterly Report;
- b. COTR's Quarterly Report;
- c. Contractor's Quarterly Report with self-evaluation;
- d. Any correspondence relating to Contractor performance such as Contractor's response to negative reports, letters of appreciation from customers, and so forth.

The ACO appoints, in writing, the chairperson and all members of the AFDB. The AFDB is responsible for reviewing quarterly reports and preparing and forwarding their report to the FDO in the appropriate format. This review will assure that the AFDB's rationale supports the individual ratings awarded to the Performance Evaluation Categories. If there is a problem in the AFDB's rationale for its assessment and awardee recommendation, then the ACO will discuss the problem with the AFDB Chairperson to effect a mutually acceptable resolution and adjustment. If agreement cannot be reached with the AFDB Chairperson, then the ACO will submit to the FDO their rationale for an adjustment.

2. The Contracting Officer's Technical Representative (COTR)

The COTR is responsible for monitoring, assessing, recording, and reporting the technical performance of the Contractor on a continuous (day-to-day) basis. To accomplish this responsibility, the COTR must be thoroughly familiar with:

- The Statement of Work
- The Contractor's Technical Proposal
- The QASP, and
- The Award Fee Determination Plan

The COTR is responsible for preparing a written performance report and presenting all material required by the AFDB to make its quarterly assessment of the Contractor's performance in a meeting to be held within 35 days after the last day of the evaluation period. The COTR is responsible for accomplishing the following procedures to produce the documentation required for the deliberations of the AFDB:

- The COTR must report all factual events which constitute the Contractor's required performance for the term.
- Maintain and record all performance results. All contractor performance for this contract shall be recorded and tracked. Forms that shall be used and maintained are: The QASP and its inspection checklists, the Monthly Preventive Maintenance Report; Monthly Building Condition Report; DataStream (DS) generated Preventive Maintenance Work Orders and DS generated Service Call tickets. All DS forms shall be reviewed by the COTR and initialed as satisfactorily performed. All

unsatisfactory work shall be so noted on the form and reported to the contractor for re-performance when this is possible.

If the item continues to be Unsatisfactory, the item will be noted in the COTR's Quarterly Report to the AFDB.

- Record performance information in the COTR's Quarterly Report and Contract Communications log. The recording of an unsatisfactory event must be supported by sufficient information to provide the reader with a clear understanding of the significance of the event and its impact. If the unsatisfactory event affects the Quarterly Award Fee, it must be included in the COTR's Quarterly report and clearly described in regards to a violation of the specific line item in the Award Fee Determination Plan.
- Judge each event in accordance with the following definitions of the Contractor performance and so indicate on the appropriate inspection form:
 - (1) Satisfactory - The event is indicative of an acceptable level of performance.
 - (2) Unsatisfactory - The event is indicative of an unacceptable level of performance.

Superior performance shall be so noted in the Remarks column of the inspection documentation.

3. The Award Fee Determination Board

Each member of the AFDB is responsible for assuring that they are thoroughly familiar with the contract's Statement of Work and this plan. Board members should also be generally familiar with the Contractor's technical proposal.

During its quarterly meeting, the AFDB will perform an in-depth review of all documentation submitted to it by the ACO, will arrive at a consensus score for each category after discussions, and will recommend the total amount of award fee to be awarded. Each member of the board is responsible for performing their duties in as fair, equitable, and objective a manner as possible, and to provide sufficient rationale for their recommendations to enable the ACO to prepare a clear and thorough report to the FDO based on the recommendations of the AFDB.

4. AFDB Chairperson

The Chairperson is responsible for conducting the meetings of the AFDB and ensuring that the evaluation process is conducted in a fair, equitable, and objective manner. The Chairperson is also responsible for assuring that the views of each of the AFDB's members are heard and considered. Furthermore, the Chairperson assures that the AFDB report accurately reflects the opinions of the AFDB. The Chairperson shall be the COTR and shall also be a voting member of the Board.

When appropriate, the Chairperson directs the ACO to change or reprioritize the weights given to the Award Fee Plan evaluation categories under this plan (for future evaluation periods), when the needs or priorities of the appropriate activity so dictate.

5. Fee Determination Official (FDO)

It is the FDO's responsibility to review and consider the evaluation report and fee recommendations made by the AFDB; to assure that the documentation adequately supports the recommendation and is in accordance with criteria stated in this plan; to seek clarification

from the AFDB, if required; to issue the final decision on the amount of fee to be awarded; and to communicate that decision, in writing, to the Contractor.

CHAPTER III: PERFORMANCE MONITORING

A. Overview

The purpose of monitoring and reporting on the Contractor's performance is to ensure that MCC receives the best quality performance possible. The day-to-day performance monitoring will be accomplished by the COTR and Government Maintenance Work Inspectors. The COTR's monitoring activities will focus on the "technical quality" aspects of the Contractor's performance.

The ACO will be responsible for monitoring and evaluating administrative aspects of the Contractor's performance. The ACO will also be responsible for reviewing and assessing the documentation produced by the COTR.

The award fee determination criteria which shall apply during each award fee period will be provided to the contractor in writing by the Administrative Contracting Officer at least 15 calendar days prior to the start of each award fee period. The Government has the unilateral right to modify award fee criteria as required to meet program needs. Should the contractor have an objection to any revised or new criteria, a written appeal must be submitted to the ACO within Seven (7) days of the receipt of the revise plan. The ACO shall render a decision in the time remaining prior to the start of the new award fee period. The determination of the ACO shall be final and can not be appealed.

(NOTE: It must be understood that an unsatisfactory event can effect more than one of the quarterly evaluation criteria in the Award Fee Determination Plan, i.e., the contract phase-in quarter - an unsatisfactory event such as a failure of an emergency generator due to improper, or lack of, maintenance could invoke deductions in the Operation & Maintenance, Preventive Maintenance, and Subcontracting criteria.)

The Fee Determining Official's decision as to the amount of award fee is a unilateral Government determination which can not be appealed.

It is important that during each phase of the performance monitoring, the Contractor be aware of how their performance is perceived. This plan is designed so that through constant communication between the COTR, ACO, and the Contractor, the Contractor may improve their performance. With this objective in mind, both MCC and the Contractor will benefit through outstanding operations and maintenance support to MCC and improved ratings and greater profit for the Contractor.

B. Performance Evaluation Categories

For purposes of contract monitoring and assessment of performance, the Contractor's overall effort is divided into four Performance Evaluation Categories. These are as follows:

1. OPERATIONS AND MANAGEMENT 20%

Compliance with response time frames, management of staff, and sustaining building operations efficiency. The Contractor must meet ALL conditions to receive full points:

20%

- o All major work scheduling and reporting requirements called for by the contract, turned in the required format on a timely basis.
- o Service calls are responded to and corrected within the contract time frames, with less than two instances of minor service calls not responded to in a timely manner.
- o All emergency service calls responded to and appropriate action taken.
- o All contract management, supervisory, and operating personnel are "on board" and properly trained in methods of good operational procedures.
- o All mechanical areas and equipment covered by the contract are maintained in a safe and clean condition.
- o Computer rooms and building environment are maintained and operated efficiently and in accordance with the contract requirements and approved building operational plans.
- o No services under the contract are impacted because the Contractor fails to maintain a sufficient and proper inventory of equipment and supplies.
- o No critical outages to electrical, mechanical, or computer systems covered by the contract occur due to neglect of the contractor to operate building equipment or perform PM and/or repairs effectively.

15-19%

- o All major work scheduling and reporting requirements called for by the contract, turned in the required format on a timely basis.
- o Less than three minor work scheduling and reporting requirements called for by the contract not submitted within the required time frame.
- o Service calls are responded to and corrected within the contract time frames, with less than three instances of minor service calls not responded to in a timely manner.
- o All emergency service calls responded to and appropriate action taken.
- o All contract management, supervisory, and operating personnel are "on board" and properly trained in methods of good operational procedures.
- o All mechanical areas and equipment covered by the contract are maintained in a safe and clean condition.
- o Computer rooms and building environment are maintained and operated efficiently and in accordance with the contract requirements and approved building operational plans.

- o No services under the contract are impacted because the Contractor fails to maintain a sufficient and proper inventory of equipment and supplies.
- o No critical outages to electrical, mechanical, or computer systems covered by the contract occur due to neglect of the contractor to operate building equipment or perform PM and/or repairs effectively.

5-14%

- All major work scheduling and reporting requirements called for by the contract, turned in the required format on a timely basis. Less than three minor work scheduling and reporting requirements called for by the contract not submitted within the required time frame.
 - o Service calls are responded to and corrected within the contract time frames, with less than four instances of minor service calls not responded to in a timely manner.
 - o All emergency service calls responded to and appropriate action taken.
 - o All contract management, supervisory, and operating personnel are "on board" and properly trained in methods of good operational procedures.
 - o All mechanical areas and equipment covered by the contract are maintained in a safe and clean condition.
 - o Computer rooms and building environment are maintained and operated efficiently and in accordance with the contract requirements and approved building operational plans.
 - o No more than one service under the contract is impacted because the Contractor fails to maintain a sufficient and proper inventory of equipment and supplies.
 - o No critical outages to electrical, mechanical, or computer systems covered by the contract occur due to neglect of the contractor to operate building equipment or perform PM and/or repairs effectively.

Under 5%

- o Two major work scheduling and reporting requirements required by the contract are not submitted within the required time frames; more than four minor work scheduling and reporting requirements are not submitted within the required time frames.
- o Service calls are responded to and corrected within the contract time frames with more than four instances of being untimely and non-responsive to minor service calls.
- o All emergency service calls responded to and appropriate action taken.
- o More than three instances of computer room/service call logs not being maintained at all times.
- o More than three instances when all contract management, supervisory, and operating personnel are not "on board," properly trained, and cognizant of proper building operational procedures.
- o More than four occasions when all mechanical equipment and areas covered by the contract are not maintained in a safe and clean condition.

- o More than three incidents of computer rooms and building environment not being maintained and operated efficiently and in accordance with the contract requirements.
- o More than three incidents of services being impacted because contractor fails to maintain a sufficient and proper inventory of equipment and supplies.
- o No more than one critical outage occurs to the electrical, mechanical, or computer systems, covered by the contract due to the contractor's nonperformance of proper operating procedures.

2. **PREVENTIVE MAINTENANCE** 20%

Exhibited performance of Preventive Maintenance and Repairs. The Contractor must meet **ALL** conditions to receive full points:

20%

- o All preventive maintenance required by the approved contract Preventative Maintenance (PM) program is completed in accordance with the approved schedule, reported in the proper format, and performed within the required time frame.
- o All deferred PM items that area approved are identified and tracked separately on monthly reports
- o All PM tickets are properly filled out and turned in within twenty-four hours of completion.
- o All PM scheduled for the quarter is completed according to the approved PM guides (GSA/IRS or manufacturer's recommendations, per COTR approval).
- o A monthly summary report of all PM accomplished and deferred work is submitted to the COTR within five working days of the end of each month.
- o All minor repairs are effectively accomplished in a timely manner. Minor repairs covered by the contract provisions are performed in a timely manner whether identified by the contractor or Government inspector.
- o The COTR is notified of the need for major repairs (IDIQ) in a timely manner.
- o All major repairs are effectively accomplished in a timely manner.
- o All major repairs (>\$2,500) are effectively documented as equipment history in the CMMS system in a timely and accurate manner.
- o No critical equipment covered by the contract experienced outages which were attributed to improperly performing building operations of equipment, PM, and/or repairs.
- o All critical building systems covered by the contract are operationally sound.
- o All required reports are submitted on time in accordance with the contract requirements.

- o Less than two instances of all preventive maintenance required by the approved contract Preventative Maintenance (PM) program are not completed in accordance with the approved schedule, reported in the proper format, and performed within the required time frame.
- O All deferred PM items that area approved are identified and tracked separately on monthly reports
- o Less than two instances of all PM tickets are not properly filled out and turned in within twenty-four hours of completion.
- o Less than two instances of all PM scheduled for the quarter is not completed according to the approved PM guides (GSA or manufacturer's recommendations, per COTR approval).
- o A monthly summary report of all PM accomplished and deferred work is submitted to the COTR within five working days of the end of each month.
- o All minor repairs are effectively accomplished in a timely manner. Minor repairs covered by the contract provisions are performed in a timely manner whether identified by the contractor or Government inspector.
- o The COTR is notified of the need for major repairs (IDIQ) in a timely manner.
- O All major repairs are effectively accomplished in a timely manner.
- O All major repairs (>\$2,500) are effectively documented as equipment history in the CMMS system in a timely and accurate manner.
- o No critical equipment covered by the contract experienced outages which were attributed to improperly performing building operations of equipment, PM, and/or repairs.
- o All critical building systems covered by the contract are operationally sound.
- o All required reports are submitted on time in accordance with the contract requirements.

- o Less than two instances of all preventive maintenance required by the approved contract Preventative Maintenance (PM) program are not completed in accordance with the approved schedule, reported in the proper format, and performed within the required time frame.
- O All deferred PM items that area approved are identified and tracked separately on monthly reports
- o Less than two instances of all PM tickets are not properly filled out and turned in within twenty-four hours of completion.
- o Less than two instances of all PM scheduled for the quarter is not completed according to the approved PM guides (GSA or manufacturer's recommendations, per COTR approval).
- o A monthly summary report of all PM accomplished and deferred work is submitted to the COTR within five working days of the end of each month.
- o All minor repairs are effectively accomplished in a timely manner. Minor repairs covered by the contract provisions

- are performed in a timely manner whether identified by the contractor or Government inspector.
- o The COTR is notified of the need for major repairs (IDIQ) in a timely manner.
- O All major repairs are effectively accomplished in a timely manner.
- O All major repairs (>\$2,500) are effectively documented as equipment history in the CMMS system in a timely and accurate manner.
- o No critical equipment covered by the contract experienced outages which were attributed to improperly performing building operations of equipment, PM, and/or repairs.
- o All critical building systems covered by the contract are operationally sound.
- o All required reports are submitted on time in accordance with the contract requirements. Only minor revisions to the report format and content are required by the COTR.

Under 3%

- o Less than Five instances of all preventive maintenance required by the approved contract Preventative Maintenance (PM) program are not completed in accordance with the approved schedule, reported in the proper format, and performed within the required time frame.
- O All deferred PM items that area approved are identified and tracked separately on monthly reports
- o Less than five instances of all PM tickets are not properly filled out and turned in within twenty-four hours of completion.
- o Less than two instances of all PM scheduled for the quarter is not completed according to the approved PM guides (GSA or manufacturer's recommendations, per COTR approval).
- o A monthly summary report of all PM accomplished and deferred work is submitted to the COTR within Ten working days of the end of each month.
- o All minor repairs are effectively accomplished in a timely manner. Less than Three Minor repairs covered by the contract provisions are performed in a timely manner whether identified by the contractor or Government inspector.
- o The COTR is notified of the need for major repairs (IDIQ) in a timely manner.
- O All major repairs are effectively accomplished in a timely manner.
- O Less than 3 instances occur where all major repairs (>\$2,500)are effectively documented as equipment history in the CMMS system in a timely and accurate manner.
- o No critical equipment covered by the contract experienced outages which were attributed to improperly performing building operations of equipment, PM, and/or repairs.
- o All critical building systems covered by the contract are operationally sound.
- o Less than two aspects of all required reports are submitted late or do not meet the contract requirements. Only minor revisions to the report format and content are required by the COTR.

3. PHASE-IN 50%

Ability to assume the operation of the building with no adverse impact on the IRS operations or building systems. The Contractor must meet ALL conditions to receive full points:

50%

- o All critical building systems are operational and no interruptions of these systems occurs due to contractor error or mismanagement.
- O All required phase-in on-site staffing is on-board during the entire phase-in period
- O The initial PM schedule is developed in the DataStream system and approved by the Government
- O All initial water testing is accomplished and an effective treatment program is submitted to the Government for approval
- O The Existing deficiency inspection and report is accomplished per contract requirements.
- O The CMMS system is fully operational and up-to-date (inventory and PM schedule) by the end of the phase-in period.
- O A PM Schedule for all equipment requiring an outage has been submitted in accordance with 3.4.2B
- O All contractor developed PM guide cards have been submitted in the proper format in accordance with manufacturer's requirements for all equipment not covered by a GSA/IRS guide card.
- O A contractor developed Refrigerant Management Plan has been submitted
- O A mass re-lamping schedule for light fixtures has been submitted in the correct format and detail.
- O Personnel resumes for all personnel have been submitted at least 21 days before they are to report for work.
- o All initial reports and schedules required by the contract are submitted in a timely manner, in the required format, and contain the proper information.
- O A schedule for accomplishing all required equipment certifications has been submitted
- o All necessary supplies required for operations and maintenance activities are in place and accessible upon contract initiation.
- o All subcontractors that are being considered for use by the prime contractor have been submitted to the ACO along with their qualifications and contract agreements.

49-35%

- o All critical building systems are operational and no interruptions of these systems occurs due to contractor error or mismanagement.
- O All required phase-in on-site staffing is on-board during the entire phase-in period
- O The initial PM schedule is developed in the DataStream system and approved by the Government
- O All initial water testing is accomplished and an effective treatment program is submitted to the Government for approval

- O The Existing deficiency inspection and report is accomplished per contract requirements.
- O The CMMS system is fully operational and up-to-date (inventory and PM schedule) by the end of the phase-in period.
- O A PM Schedule for all equipment requiring an outage has been submitted in accordance with 3.4.2B
- O All contractor developed PM guide cards have been submitted in the proper format in accordance with manufacturer's requirements for all equipment not covered by a GSA/IRS guide card.
- O A contractor developed Refrigerant Management Plan has been submitted
- O A mass re-lamping schedule for light fixtures has been submitted in the correct format and detail.
- O Personnel resumes for all personnel have been submitted at least 21 days before they are to report for work.
- o All initial reports and schedules required by the contract are submitted in a timely manner, in the required format, and contain the proper information.
- O A schedule for accomplishing all required equipment certifications has been submitted
- o All necessary supplies required for operations and maintenance activities in place and accessible upon contract initiation.
- o All subcontractors that are being considered for use by the prime contractor have been submitted to the ACO along with their qualifications and contract agreements.
- O Less than two instances of faults and interruptions for systems covered by this contract occur due to contractor error or mismanagement.
- o Less than two instances of initial reports and schedules required by the contract are not submitted in a timely manner, in the required format, and containing the proper information.
- o Less than two instances of necessary supplies required for operations and maintenance activities not being in place and accessible upon contract initiation.
- o Less than two instances of required employees not being on-board, trained for building operations, and present for duty upon contract initiation.
- o Less than two instances of necessary supplies required for operations and maintenance activities not being in place and accessible upon contract initiation.

35-20%

- o All critical building systems are operational and no interruptions of these systems occurs due to contractor error or mismanagement.
- O All required phase-in on-site staffing is on-board during the entire phase-in period
- O The initial PM schedule is developed in the DataStream system and approved by the Government
- O The Existing deficiency inspection and report is accomplished per contract requirements.
- O The CMMS system is fully operational and up-to-date (inventory and PM schedule) by the end of the phase-in period.

- 0 All contractor developed PM guide cards have been submitted in the proper format in accordance with manufacturer's requirements for all equipment not covered by a GSA/IRS guide card.
- 0 A mass re-lamping schedule for light fixtures has been submitted in the correct format and detail.
- 0 Personnel resumes for all personnel have been submitted at least 21 days before they are to report for work.
- o All initial reports and schedules required by the contract are submitted in a timely manner, in the required format, and contain the proper information.
- 0 A schedule for accomplishing all required equipment certifications has been submitted
- o All necessary supplies required for operations and maintenance activities in place and accessible upon contract initiation.
- o All subcontractors that are being considered for use by the prime contractor have been submitted to the ACO along with their qualifications and contract agreements.
- 0 Less than Three instances of faults and interruptions for systems covered by this contract do not occur due to contractor error or mismanagement.
- o Less than two instances of initial reports and schedules required by the contract are not submitted in a timely manner, in the required format, and containing the proper information.
- o Less than three instances of necessary supplies required for operations and maintenance activities not being in place and accessible upon contract initiation.
- o Less than two instances of required employees not being on-board, trained for building operations, and present for duty upon contract initiation.
- o Less than two instances of necessary supplies required for operations and maintenance activities not being in place and accessible upon contract initiation.

Under 10%

- o All critical building systems are operational and one or less interruptions of these systems occurs due to contractor error or mismanagement.
- 0 All required phase-in on-site staffing is on-board during the entire phase-in period
- 0 The initial PM schedule is developed in the DataStream system and approved by the Government
- 0 The Existing deficiency inspection and report is accomplished per contract requirements.
- 0 The CMMS system is fully operational and up-to-date (inventory and PM schedule) by the end of the phase-in period.
- 0 All contractor developed PM guide cards have been submitted in the proper format in accordance with manufacturer's requirements for less than 75% of all equipment not covered by a GSA/IRS guide cards.
- 0 Personnel resumes for all personnel have been submitted at least 21 days before they are to report for work.
- 0 A schedule for accomplishing all required equipment certifications has been submitted

- o All necessary supplies required for operations and maintenance activities in place and accessible upon contract initiation.
- o All subcontractors that are being considered for use by the prime contractor have been submitted to the ACO along with their qualifications and contract agreements.
- 0 Less than two instances of initial reports and schedules required by the contract are not submitted in a timely manner, in the required format, and containing the proper information.
- o Less than three instances of necessary supplies required for operations and maintenance activities not being in place and accessible upon contract initiation.

SUBCONTRACTING 10%

Effective and efficient management and control of subcontractors, and suppliers. The Contractor must meet **ALL** conditions to receive full points:

10%

- 0 Always manages and controls subcontractors efficiently and effectively resulting in timely and quality completion of subcontracted PM and repair work.
- 0 All subcontractors meet the established contract qualifications criteria for specialized equipment
- 0 Security clearances for subcontractors are approved in accordance with contract requirements.
- 0 Contractor uses subcontractor competition to drive costs down to the Government. At least 3 bids are analyzed for all IDIQ subcontracted work. Subcontracted contract costs are negotiated that result in pricing that falls within 10% the independent Government Estimated (IGE) costs.
- 0 If at least 3 Small disadvantaged firms are qualified for a particular subcontracting opportunity, the contractor seeks to use one of those firms to the maximum extent possible.

5 to 9%

- o Less than two instances of the prime contractor not managing and controlling subcontractors efficiently and effectively which results in untimely and/or quality deficiencies in completion of contracted PM and repair work.
- 0 All subcontractors meet the established contract qualifications criteria for specialized equipment
- 0 Security clearances for subcontractors are approved in accordance with contract requirements.
- 0 Contractor uses subcontractor competition to drive costs down to the Government. At least 3 bids are analyzed for all IDIQ subcontracted work. Subcontracted contract costs are negotiated that result in pricing that falls within 10% the independent Government Estimated (IGE) costs.
- o If at least 3 Small disadvantaged firms are qualified for a particular subcontracting opportunity, the contractor seeks to use one of those firms to the maximum extent possible.

Under 5%

- o Less than three instances of the prime contractor not managing and controlling subcontractors efficiently and effectively which results in untimely and/or quality deficiencies in completion of contracted PM and repair work.
- O All subcontractors meet the established contract qualifications criteria for specialized equipment
- O Less than three instances where security clearances for subcontractors are not approved in accordance with contract requirements.

- O Contractor uses subcontractor competition to drive costs down to the Government. At least 3 bids are analyzed for all IDIQ subcontracted work. Less than three instances where subcontracted contract costs are negotiated that result in pricing that falls more than 10% above the independent Government Estimated (IGE) costs.

- o If at least 3 Small disadvantaged firms are qualified for a particular subcontracting opportunity, the contractor seeks to use one of those firms to the maximum extent possible

C. General Evaluation Criteria

The following General Evaluation Criteria factors will be used as a guide in evaluating the Contractor's performance against the Performance Evaluation Categories specified on pages 7 through 16 of this plan:

1. WORKMANSHIP

The level of performance required to successfully support the Martinsburg Computing Center (MCC) under this contract by the Contractor. All work performed under this contract by Contractor's personnel shall be at the fully qualified level. The COTR is responsible for evaluating the skillfulness with which a job is performed under this criterion. On occasion, higher or lower quality of workmanship will be detected, reflecting different factors (such as attention to detail and pride of workmanship). These factors should be reflected in the performance assessment. Also identified will be the strengths and weaknesses of Contractor's staff as it relates to the mission to be performed. The use of personnel, materials and equipment will be analyzed.

2. EFFICIENCY

This criterion is concerned with the economic use of time, personnel, and equipment. The effective selection of personnel and equipment to perform the mission requirements will be analyzed.

3. INGENUITY

Ingenuity entails the development, by the Contractor, of original solutions to problems which result in the savings of time, money, manpower, or improvements to the MCC facility support functions or operational systems.

4. RESPONSIVENESS

This criterion involves the promptness and degree of concern with which the Contractor responds to the needs, requests, and demands of the COTR and ACO.

5. PERCEPTIVENESS

Contractor personnel, since they are journeymen or fully trained in their respective fields, should be able to detect possible, potential, or imminent problems, thereby facilitating the correction of such before failures occur and noticed by Government inspectors. Personnel conducting evaluations of Contractor performance should be keenly aware of this criterion.

6. THOROUGHNESS

Thoroughness refers to the "absolute" completion of an activity to include ensuring that all related aspects and documentation of the task have been addressed.

7. TIMELINESS

This entails the "on-time" completion of tasks, whether scheduled with established completion dates/times/milestones and deadlines, or are unscheduled tasks, such as corrective maintenance in response to equipment failures.

8. RESOURCEFULNESS

Resourcefulness refers to the safe, appropriate, and acceptable use of alternate resources (methods, personnel, equipment) to accomplish a task for which the prescribed resources are not available.

9. ACCURACY

This criterion applies to tasks that should be completed within certain tolerances or in accordance with prescribed standards of performance.

10. SAFETY

This criterion applies to compliance with safety manuals, regulations, certifications, and commonly accepted safety procedures regarding the proper and safe use of equipment to ensure the safety of Contractor and Government employees and property.

11. COMMUNICATION

Adequacy and efficiency of Contractor's channels of communication within its own organization and with Government personnel. The ability to support full understanding of circumstances by both Government and Contractor personnel.

12. AUTONOMY

The degree to which Contractor relies on the Government for guidance or decisions in areas that are properly the Contractor's

responsibility. Also, timeliness and effectiveness of business decisions made by the

Contractor locally versus decisions from corporate headquarters and the effect on local operations.

13. CONTRACT MANAGEMENT

Contractor's overall ability to appropriately use and control all resources and systems which support the contract. The effectiveness of the management programs and the effect on contract performance.

D. Monitoring/Documentation/Reporting

Monitoring

The COTR will be monitoring the Contractor's technical work efforts that include but are not limited to the following broad categories: routine or normal building operations and preventative maintenance; IDIQ repairs tasks, IDIQ new work, customer initiated service call requests, service calls initiated by Government inspectors; and work initiated by the Contractor through either common task work requests or preventive maintenance schedules.

Work that is classified as routine or normal operations and maintenance is work which does not require that a "customer initiated" Work Request be issued for the work to be accomplished. The requirements for this kind of work are set forth clearly in the contract's Statement of Work. Overall, the monitoring of routine operations and maintenance will be conducted using periodic inspection techniques at frequencies established by the COTR. Monitoring by the COTR may also be initiated by customer complaints. The COTR will generally use the Statement of Work and the evaluation criteria outlined in this plan.

IDIQ Task Orders will generally fall into two broad categories: those that are task orders negotiated to accomplish building and equipment repairs and those that are task orders to perform new work such as minor construction and/or services as may be required by the Government. Maximum order limitation is \$50,000 per task order.

Customer-initiated Service call Requests will generally fall into four broad categories: those that are an emergency, Hot/Cold complaints, Urgent, and routine in nature (see 3.3.3.4). All service call will be periodically monitored at a frequency determined by the COTR. The COTR will assess the Contractor's performance according to the SOW, the evaluation criteria in this plan, and the customer's instructions contained on the Work Requests. All (100%) of all "emergency response" service calls will be monitored. In addition, all customer complaints concerning work accomplished under a service call request will be investigated.

Service calls initiated by Government inspectors will generally fall into the same four broad categories as mentioned above under customer-initiated service calls: those that are an emergency, Hot/Cold, complaints, urgent, and routine.e." All service calls will be periodically monitored at a frequency determined by the COTR. The Government Inspector's and the COTR will issue service calls in the DataStream CMMS system when deficiencies have been found in the contractor's performance of PM work, service calls, building operations, etc... The COTR will assess the Contractor's performance according to the SOW, the evaluation criteria in this plan, and the Government inspector's instructions contained on the Work Requests. A

100% of All "emergency response" Work Requests will be monitored. In addition, all customer complaints concerning work accomplished under work requests will be investigated and reported.

Finally, work that is generated by the DataStream CMMS system such as the contractor's preventive maintenance procedures and schedules will be inspected on a periodic basis by the COTR and/or Government inspectors. The COTR will evaluate the Contractor's performance according to the SOW, the evaluation criteria, IRS preventative maintenance guidelines, and other applicable standards (such as state and local codes, manufacturer's instructions, and so forth).

Documenting

As mentioned in Chapter II, the COTR will be required to use the Monthly Preventive Maintenance Reports, Monthly Building Condition Reports, DataStream CMMS generated Preventive Maintenance Work Orders and Service Call tickets, etc.. to determine the evaluation of the Contractor's performance. Note that the format will require documentation which will reflect on the COTR's understanding of what the Contractor was supposed to do, what was actually done, and the impact or consequences of what was done.

The evaluation criteria outlined in this plan should be reflected in the COTR's narrative. The COTR will summarize their narrative by assigning a rating as outlined in Chapter II of this plan.

The ACO reviews any unsatisfactory events reported by the COTR and provides the assessment of the facts, circumstances, and opinions outlined by the COTR. When appropriate, the ACO might investigate the event further to determine if all the facts and circumstances surrounding the event were considered. In some cases, the ACO's investigation, technical insight, or management perspective may legitimately result in a change in the evaluation assessment. Such a change should not be viewed as being critical of the COTR's original rating, but as a strength of the checks and balances built into the evaluation process.

At the end of each quarterly evaluation period, the COTR/ACO will prepare a summary of the unsatisfactory events generated during that quarter, prepare a written report which captures pertinent information not reflected on the unsatisfactory event report, and secure the Contractor's quarterly self-assessment report. The ACO will provide this entire package to the members of the AFDB for evaluation purposes.

Flow of Reports

The COTR shall review all inspection forms. The COTR will bring unresolved unsatisfactory reports to the attention of the ACO as soon as possible. Likewise, the ACO will communicate the unsatisfactory events to the Contractor, in writing, as quickly as possible to facilitate corrective action.

Quarterly Reports

Within 25 days after the completion of the Quarterly Evaluation Period, the ACO will furnish summary reports received from the

contractor for each Performance Evaluation Category to the members of the AFDB and the Contractor's Project Manager.

In order to be considered timely, the Contractor's written Quarterly Self-Assessment Report must be furnished to the members of the AFDB (through the ACO) within 25 days after the completion of the quarterly evaluation period. At the discretion of the AFDB, the Contractor may also be requested to present such self-assessment orally to the Board.

CHAPTER IV: AWARD FEE DETERMINATION BOARD GUIDELINES

A. Evaluation Overview

The evaluation process involves all levels of Contractor and Government personnel -- technical, administrative, and management personnel.

The Contractor manages their employees to perform the requirements of the contract in view of the evaluation criteria and in hopes of earning the award fee.

Government personnel (principally the COTR, Government inspectors, and the ACO) will monitor, assess, document, and report on the Contractor's performance. IRS officials will review and assess the reports submitted by the COTR, inspectors, ACO, and decide upon the amount of fee to be awarded, and communicate that decision to the Contractor's corporate management.

Corporate management relays the results of the award fee decision to their on site project management which, in turn, relays it to the performers of the contract work.

Thus, the communications loop, with regards to evaluation of performance, completes a full circle. Communication lines cross between levels during the cycle, thereby enhancing the prospects for outstanding performance, as well as the earliest possible correction of substandard performance.

The constant monitoring performed by Government personnel enables the Government to give better technical direction to the Contractor; assures that the priorities and needs of the MCC are satisfied; and "trouble-shoots" performance problems before they become unsatisfactory.

During the evaluation process, the Contractor is able to voice its opinion of its performance and respond to unsatisfactory evaluations or clarify the situation as the unsatisfactory performance occurs. The constant feedback and interchange of ideas can create an optimum climate for satisfactory or outstanding contract performance.

Expected performance levels are realistic so they motivate the Contractor towards excellent or outstanding performance and the Contractor can strive towards earning the maximum award fee. The decisions of the FDO should give a clear indication of what IRS/MCC management expects from the Contractor, as well as what it considers substandard, satisfactory, or outstanding performance. It is important that the integrity of the evaluation process be maintained at all times to assure reasonable judgment has been made in the fee determination process. Monitoring, reporting, and evaluation procedures should be

performed by Government personnel who are knowledgeable of the contract requirements but sufficiently diversified to create a balance in the system, thereby assuring management judgment and objectivity are brought to bear on the award fee decision.

B. Performance Rating Spectrums

The award fee amount to be paid quarterly will be determined by the IRS in accordance with this plan and the award fee criteria given to the contractor. Once a numerical percentage (representing performance) is established, the percentage of quarterly award fee to be paid will be determined according to the formula:

$$\text{AWARD FEE} = [(\text{CONTRACTOR PERFORMANCE \%} - 60)^2] \div \text{by } 12.25.$$

If the contractor's performance rates less than 60% of the quarterly award fee amount, there will not be an award fee payment for that quarter. The Award Fee may not exceed 100% of the maximum award fee amount stated in this plan and Section B of the contract. The Award Fee Performance Table is included as Attachment 3.

C. Procedures

Prior to their quarterly meeting, each member of the AFDB should review the ACO's and COTR's quarterly reports and the Contractor's self-evaluation report. The Board members should note any unresolved unsatisfactory events or questionable areas and compute a tentative score for each Performance Evaluation Category.

At the meeting, the Board should discuss its tentative ratings and, if necessary, seek clarification from the ACO on questionable or uncertain items. The Board should then arrive at a rating for each Performance Evaluation Category, based upon its assessment of the documentation. (Note that the Board's decision is not strictly limited to the consideration of the documentation.)

All Board members are expected to apply discretion and judgment to the evaluation process. Their overall perceptions, observations, and reactions to the Contractor's performance may be brought to bear on the evaluation process. The Board will arrive at a consensus rating for each Performance Evaluation Category.

The Board will then agree on the wording of the narrative which is included in the report to the Fee Determination Official) that supports the rating given by the Board. The narrative report, reflecting the Board's views, will be prepared and signed by the AFDB Chairperson (COTR). This report is then submitted to the ACO for review. The report should be concise and clear, but sufficiently detailed to inform the ACO, FDO, and the Contractor of the Board's rationale for scoring the evaluation as they did.

Within 45 days after the completion of the quarterly evaluation period, the AFDB Chairperson shall forward the signed report to the ACO and FDO, along with a proposed transmittal letter to the Contractor. Copies of the signed report will be furnished to all AFDB members. The FDO will review the report and accompanying documentation, pursue any areas requiring clarification with the Board, and transmit a written notification of the approved award fee amount to the Contractor's

corporate office within 60 days after the completion of the quarterly evaluation period.

TARGET SCHEDULE FOR QUARTERLY EVALUATIONS

<u>Owner</u>	<u>Activity</u>	<u>After Quarter</u>
COTR	Prepares and distributes summary of quarterly evaluation to AFDB and ACO. All supporting Documentation is furnished.	20 days
Contractor	Submits self-evaluation report through ACO to COTR and AFDB.	20 Days
ACO	Develops a ACO quarterly report, Which includes all quarterly data from the COTR, contractor and ACO and forwards report to the AFDB	25 Days
Members, AFDB	Review documentation submitted by the ACO (ACO, COTR, and Contractor assessments)	30 days
AFDB	Meets to decide upon recommended award fee.	35 days
Chairperson AFDB	Chairperson prepares a written report on AFDB's findings and signs report and then forwards report to the FDO, ACO, and the AFDB.	45 days
FDO	FDO reviews report, secures any required clarifications, makes a final decision on award fee, and prepares final report which is sent to the ACO and contractor	60 days

AWARD FEE PERFORMANCE TABLE

AWARD FEE: (Performance Score minus (-) 60)² divided (÷) by 12.25.

If the contractor scores a 95%, or higher, performance score, they will be paid 100% of the maximum award fee amount for the evaluation period. If the contractor's performance rates less than 60% of the quarterly award fee amount, there will be no award fee payment for that quarter. The Award Fee may not exceed 100% of the maximum quarterly award fee amount specified herein.

<u>Performance Score</u>	<u>Percentage of Quarterly Award Fee</u>
94 - 60 = 34 ² (1,156) ÷ 12.25 =	94.4
93 - 60 = 33 ² (1,089) ÷ 12.25 =	88.9
92 - 60 = 32 ² (1,024) ÷ 12.25 =	83.6
91 - 60 = 31 ² (961) ÷ 12.25 =	78.4
90 - 60 = 30 ² (900) ÷ 12.25 =	73.5
89 - 60 = 29 ² (841) ÷ 12.25 =	68.7
88 - 60 = 28 ² (784) ÷ 12.25 =	64.0
87 - 60 = 27 ² (729) ÷ 12.25 =	59.5
86 - 60 = 26 ² (676) ÷ 12.25 =	55.2
85 - 60 = 25 ² (625) ÷ 12.25 =	51.0
84 - 60 = 24 ² (576) ÷ 12.25 =	47.0
83 - 60 = 23 ² (529) ÷ 12.25 =	43.2
82 - 60 = 22 ² (484) ÷ 12.25 =	39.5
81 - 60 = 21 ² (441) ÷ 12.25 =	36.0
80 - 60 = 20 ² (400) ÷ 12.25 =	32.7
79 - 60 = 19 ² (361) ÷ 12.25 =	29.5
78 - 60 = 18 ² (324) ÷ 12.25 =	26.4
77 - 60 = 17 ² (289) ÷ 12.25 =	23.6
76 - 60 = 16 ² (256) ÷ 12.25 =	20.9
75 - 60 = 15 ² (225) ÷ 12.25 =	18.4
74 - 60 = 14 ² (196) ÷ 12.25 =	16.0
73 - 60 = 13 ² (169) ÷ 12.25 =	13.8
72 - 60 = 12 ² (144) ÷ 12.25 =	11.8
71 - 60 = 11 ² (121) ÷ 12.25 =	9.9
70 - 60 = 10 ² (100) ÷ 12.25 =	8.2
69 - 60 = 9 ² (81) ÷ 12.25 =	6.6
68 - 60 = 8 ² (64) ÷ 12.25 =	5.2
67 - 60 = 7 ² (49) ÷ 12.25 =	4.0
66 - 60 = 6 ² (36) ÷ 12.25 =	2.9

65 - 60 =	5 ²	(25) ÷ 12.25 =	2.0
64 - 60 =	4 ²	(16) ÷ 12.25 =	1.3
63 - 60 =	3 ²	(9) ÷ 12.25 =	0.7
62 - 60 = 2"	(4)	÷ 12.25 =	0.3
61 - 60 =	1 ²	(2) ÷ 12.25 =	0.1
60 - 60 =	0	(0) ÷ 12.25 =	0.0

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